



Strategic Plan

Five Year Plan | 2025

Lewes Board of Public Works



Our Vision

The Lewes Board of Public Works is committed to meeting the evolving needs of our customers while addressing environmental challenges, increasing regulations, and resource constraints, ensuring sustainable and resilient services for generations to come.



Our Mission

We deliver electric, water, wastewater, stormwater management, and value-add services to our customers in a safe, reliable, sustainable, and cost-effective manner.

We prioritize sound business practices, community engagement, economic development, and environmental stewardship in all our operations.



Our Guiding Principles

Operational Excellence

Environmental Stewardship

Engagement

Financial Health



Our Guiding Principles

Operational Excellence

- Support and sustain the mission of the Lewes BPW.
- Focus on providing core electric, water, wastewater and stormwater management services, and doing business as a full-service provider within the policies established by the Lewes BPW.
- Strive for customer satisfaction.
- Anticipate and respond to the actions and impacts of government regulations and extreme weather events.
- Build and maintain reliable infrastructure.
- Implement projects/programs to enhance utility system reliability and capacity to meet current and projected demands.
- Provide products and services in a safe manner by exercising the highest practicable degree of care in complying with applicable public safety and health standards; and by assuring necessary training, tools, and equipment to enable the best employee safety practices at work.

Environmental Stewardship

- Take measures to reduce pollutants, reduce energy and water use, and increase use of renewable resources.
- Work within the regulatory/legislative process to assure optimal balance of resiliency, environmental sensitivity, and utility risk for the community.
- Operate to meet or exceed federal, state, and local regulatory standards in a cost-effective manner.

Our Guiding Principles

Engagement

Customers | Stakeholders | Partners

- Foster customer, partner and community relationships. Facilitate public input in planning and development of Lewes BPW projects and programs.

Employees | Board Members

- Promote an organizational culture that supports an open and inclusive work environment, recognizing and respecting a variety of perspectives, experiences and approaches that constructively help to achieve our organizational goals.
- Maintain a competitive compensation system which attracts and retains quality employees.
- Provide training to enhance leadership and management practices, operational efficiency, safety, employee and customer relations, and employee/organizational development.
- Foster an organizational focus on customer satisfaction, respect and a constructive “how can we be better” attitude throughout the organization.

Financial Health

- Maintain financial sustainability. Invest financial assets wisely.
- Operate with sound and sustainable financial principles, minimizing the cost of service over the long term and maximizing value to our customers.
- Build a financial reserve for resiliency and/or major upsets (disaster recovery).
- Maintain necessary working capital for operations and planned project finance.
- Forecast capacity requirements and plan to match that capacity in the most cost-effective way with a high-quality service level.



Strategic Focus Areas



Infrastructure & System Improvements



Financial Sustainability & Revenue Growth



Regulatory Compliance & Environmental Responsibility



Customer Experience, Collaboration & Engagement



Organizational Development & Operational Efficiency

Infrastructure & System Improvements

To support and sustain the mission of the Lewes BPW, strengthen infrastructure and system improvements through long-range planning and the implementation of advanced technologies, all aimed at ensuring reliable, resilient, and high-quality service for the community, while building and maintaining dependable infrastructure.

Strategic Objectives

1. Execute long range plan for Wastewater Treatment Facility.
2. Replace aging infrastructure.
3. Implement AMI – Rate Schedule.
4. Develop electricity supply redundancy.



Financial Sustainability & Revenue Growth

To support and sustain the mission of the Lewes BPW, focus on financial sustainability and revenue growth through strategic initiatives, managing costs, and pursuing grants, while ensuring long-term financial responsibility and stability.

Strategic Objectives

1. Define key performance metrics and regularly track progress on those key levels for reserves, savings, and operations.
 - Complete development of revenue stream tool and utilize for projections and long-range planning.
2. Create a coherent investment policy that generates returns and relieves stress on revenue stream. Review policy regularly and update, as necessary.
3. Review history of key spending to identify areas to address.
 - Storm resiliency and recovery.
 - Regulatory impact.



Regulatory Compliance & Environmental Responsibility

To support the mission of the BPW to protect public health and the environment, build resiliency, respond to evolving environmental regulations and climate change, promote sustainability through reductions in pollutant emissions and energy and water use, and facilitate proper disposal of hazardous waste.

Strategic Objectives

1. Define the environmental (green) objectives of the BPW and implement programming to meet the objectives.
 - Quantify what reduced water usage looks like. How do we get the pollutants out?
2. Identify key regulatory issues pertinent to the BPW and the method(s) for keeping the Board informed for decision-making.
 - Develop key regulatory initiative sub committees to learn about the issue and regularly report on regulation, impact, timing, and associated costs.
 - Identify key liaisons that will provide expert information.
 - Facilitate customer outreach as necessary.
 - Prepare for impact of sea level rise and climate change on utility infrastructure.



Organizational Development & Operational Efficiency

Lewes BPW will foster a thriving organizational culture by focusing on team expansion, employee retention, workplace safety, standardization of processes, professional development, and cross-functional productivity, while ensuring a supportive work environment through effective training, performance reviews, and physical office space improvements.

Strategic Objectives

1. Develop an Operations Plan.
 - Address training, position descriptions/titles, performance reviews, and policy updates.
 - What standardized operational processes would increase efficiency?
 - Develop and integrate Supply Chain workflow efficiencies.
 - Support and strengthen cybersecurity initiatives, processes and employee education.
2. Implement Regular Reporting metrics.
 - Board meeting, Operations meetings.
 - Integrate long-range plans into regular meeting structure.
3. Address Physical space needs and Army Corp Reserve Campus.



Collaboration & Stakeholder Engagement

Lewes BPW will enhance collaboration and stakeholder engagement by focusing on customer satisfaction, outreach, and education, while fostering strong relationships with stakeholders and working towards collaborative initiatives between the City and BPW to deliver exceptional value and service.

Strategic Objectives

1. Develop and implement an annual Communications Plan.
 - Identify key information to be communicated to customers and stakeholders.
 - Define multiple communication channels for messaging.
 - Integrate the communication action plan with regular board and operational discussions.
 - Include customer education, customer outreach, deadlines, service outages, and campaigns.
 - Include regulatory educational opportunities, as necessary.
2. Develop Board/Key Staff engagement schedule.
 - Key customers, city, regulatory, partners.

